



2022 Annual 2023 Report

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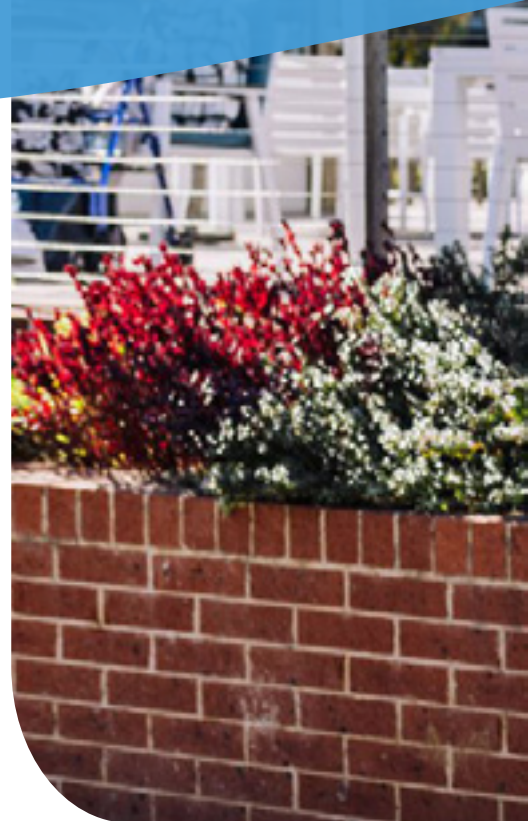
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Year in *review*

2022

July-Aug



We celebrated Christmas in July in the Pam Palmer House Main Hall, with Christmas food and a performance by DJ Gary.



Peninsula Villages welcomed new Leisure & Lifestyle Manager Linda Segrott in late July. Linda has done a wonderful job of enriching our residents' lives with exciting activities and initiatives ever since.

Sept-Oct

We hosted a range of events and activities across our aged care facilities for Father's Day, with plenty of delicious food, great music and excellent company.



We paid tribute to Queen Elizabeth II's life across the village with a variety of events, presentations and high teas.



Resident Colleen had a very special visit in September as her daughter Christine, granddaughter Genevine and great granddaughter Rumi stopped by.

Nov-Dec



Steve Wills joined the Peninsula Villages Executive Team on 21st November 2022. His commitment to continuous improvement has already seen benefits in the lives of the team, residents and their loved ones.

We commemorated Remembrance Day, hosting services and observing a minute's silence in honour of the sacrifices made by the men and women who have served Australia throughout history.



Christmas was celebrated across our aged care and retirement living homes, with festive functions throughout December.

2023

Jan-Feb



For Valentine's Day, Pozieres House hosted a special love-themed high tea. Resident lovebirds Don and Wil Davies were among some of the attendees who enjoyed coffee, cake and each other's company.

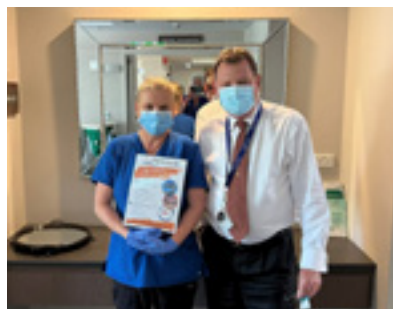


Turning 106 did not slow Biddy down from partying with all of her friends on 24th February.

March-April



Peninsula Villages' new website launched, reflecting our commitment to providing residents, families and staff with the best possible experience.



We introduced a raffle-style competition in March to reward our permanent staff for going above and beyond, as they so often do. Congratulations to Sandra Fletcher who was our inaugural winner!

May-June



In honour of International Nurses Day and National Volunteers Week, residents created "Thank You" jars filled with hand-written notes expressing their gratitude for the nurses, staff and volunteers of Peninsula Villages.

We launched our new employee referral and reward program with Care Friends, designed to reward our existing employees for recommending friends and family members for open positions at Peninsula Villages.

We celebrated Greg Smith's 36 years of service at Peninsula Villages! We are grateful for his hard work and dedication. He is a valuable member of our team.

Our *Stories*

A year of milestones for three special people at Peninsula Villages

It's not every day an aged care provider gets to celebrate a residency of almost three decades, but in 2022 we marked a very special occasion for Peninsula Villages as we celebrated having two residents reside at the village for a combined 60 years.

Peninsula Villages opened in 1975 and just 14 years later, Lucy Roy first moved into her independent living unit and celebrated 33 years with Peninsula Villages in 2022. Lucy in fact resides in the exact same unit she moved into in 1989 as she does today - with

of course some minor refurbishment updates.

Norm and his wife Pat moved into an independent living unit in Peninsula Villages' Cooinda Village in 1995, 20 years after its opening. For Norm and Pat, this decision was driven by their love for the Central Coast, particularly the Peninsula area, as well as the extra support on offer for Norm's health issues.

"Pat and I moved from East Hills in Sydney's south-west to Ettalong and fell in love with the region and its lifestyle," Norm explains.

"When my health began to affect me, we started researching local retirement and aged care providers and Peninsula Villages ticked all our boxes in terms of their focus on community as well as facilities, ageing-in-place care model and social aspects on offer," he continues.

Sadly, Pat passed away in 2019 and while Norm misses her every day, he is grateful for the compassion and support shown by staff and the friendships he has forged with fellow residents at the Village.

"It's been four years since Pat lost her battle with cancer and not a day goes by where I don't think about her



and wish she was here, but it's nice to know that I'm not alone and am surrounded by my Peninsula Villages family," Norm reflected.

Over the past few years, the importance of remaining connected, entertained and cared for was of heightened concern for many Australians, particularly the elderly. For Norm,

residing at Peninsula Villages combatted the social isolation he may otherwise have faced.

"2019 was tough, then the next two years presented all new challenges, but through it all, I was able to seek comfort and support through my friends and the team at the village, while taking part in the activities I

enjoy, like lawn bowls," Norm said.

Norm moved from Cooina Village to an Independent Living Unit in Peninsula Villages in 2017 and has served the second-longest tenure as a resident after Lucy Roy, who also happens to be one of Norm's neighbours.



While Lucy and Norm were some of the first residents to move into the Village, groundsman Greg Smith is one of the longest serving employees, celebrating 36 years of service this year.

Marking almost four decades of service, Greg

has dedicated more than half his life to working at Peninsula Villages, making sure the grounds are always in superb condition.

Greg is such an iconic part of the team and shares a unique history with the organisation as one of the first on site

during the construction of our Peninsula Villages community.

“I started with Peninsula Villages in March of 1985 thanks to a dear friend of mine Michael Varley who, under Varley Constructions, asked if I could help him for a few days to dig some footings in clay. That four days lasted the duration of construction and once the organisation launched in 1987, I was asked to stay on as groundsman by Don Leggett and I have proudly worked here to keep the surroundings for 36 fantastic years,” explained Greg.

Greg credits his job satisfaction to the organisation’s team approach and the shared desire to ensure safety and fulfilment to the residents of Peninsula Villages.

“Peninsula Villages’ team leaders and senior management are willing listeners and respectful. They want what’s best for the village and their

Our *Stories*

strong emphasis on a team approach is what makes coming to work a pleasure,” added Greg.

Over the 36 years Greg has worked for Peninsula Villages, many changes and improvements have occurred, but it is his love of the outdoors and gardens that have kept him young and dedicated to his work.

“I just love working outside, taking in the fresh air and keeping the grounds in good nick for the residents and staff to enjoy.

“Aside from my focus on the grounds and gardens, I have always enjoyed working with other members of my team and having time to talk to the residents as they enjoy their golden years in and amongst the picturesque village,” added Greg.

At age 66, Greg is not slowing down and is looking forward to continuing his role at the village for the years ahead.

“Retirement might be on the horizon but not just yet,” laughed Greg.

With Peninsula Villages now encompassing Pozieres House, surrounded by tranquil gardens and landscapes, Greg’s commitment to the village has certainly been felt across the board.

“We have been incredibly honoured to have such a dedicated and experienced groundsman in Greg work so hard for our village for 36 years,” said Peninsula Villages CEO, Colin Osborne.

“His commitment to our organisation is testament to the wonderful role model he has become and the respect he has gained from our residents and staff alike.

“While often there is focus on the incredible care team that keep our residents well looked after, it’s nice to also celebrate the support staff that work hard to keep our village an enjoyable home for our residents,” concluded Colin.

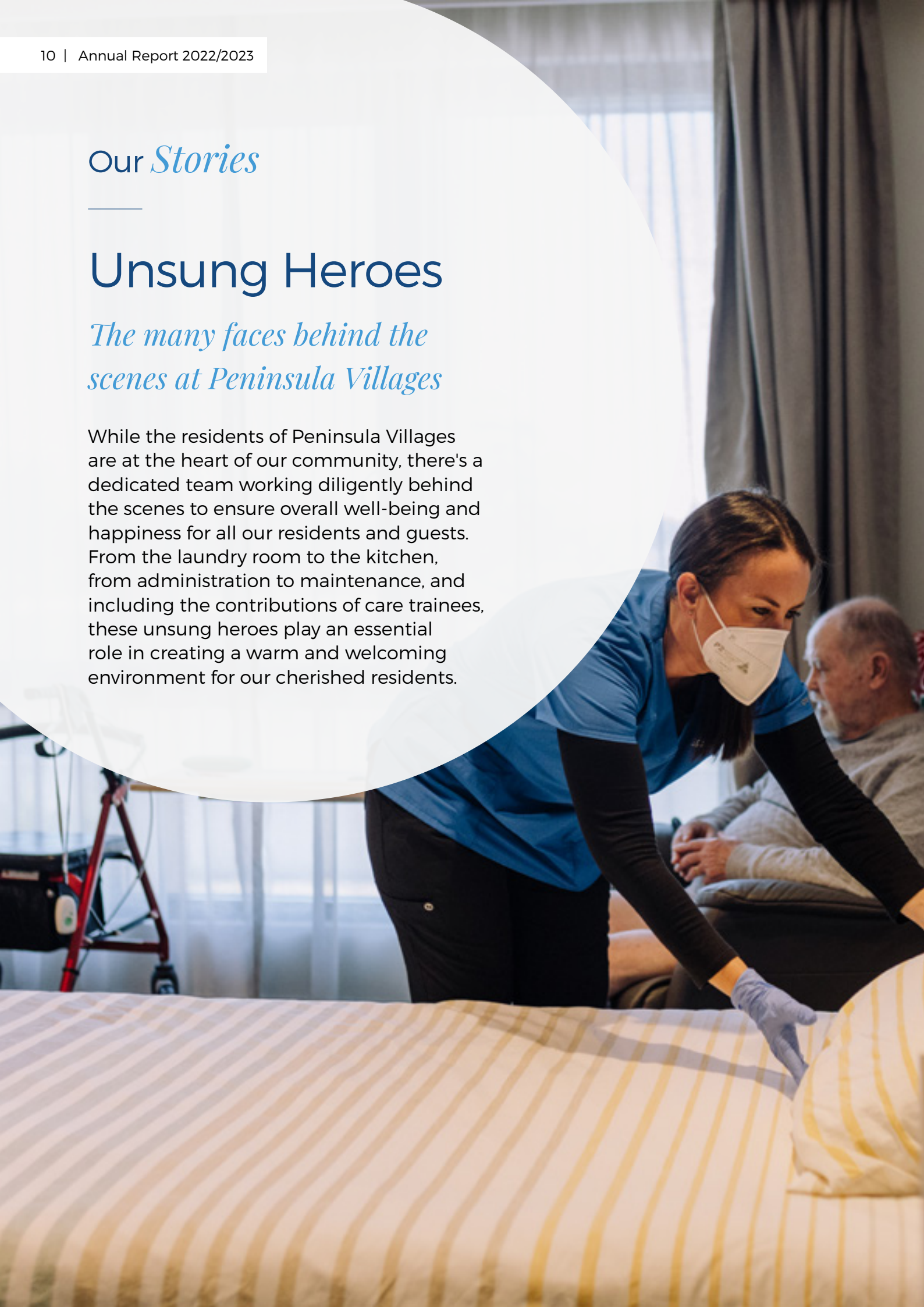


Our *Stories*

Unsung Heroes

The many faces behind the scenes at Peninsula Villages

While the residents of Peninsula Villages are at the heart of our community, there's a dedicated team working diligently behind the scenes to ensure overall well-being and happiness for all our residents and guests. From the laundry room to the kitchen, from administration to maintenance, and including the contributions of care trainees, these unsung heroes play an essential role in creating a warm and welcoming environment for our cherished residents.





Let's begin with admin

These remarkable individuals, each with their unique skills and talents, form a tapestry of support that envelops Peninsula Villages. Behind the scenes, the efficient administrative team ensures that operations run smoothly. From handling paperwork to coordinating excursions, new residents and much more, they work diligently to keep everything organised, allowing our staff to focus on providing the best care possible.



The laundry room wizards

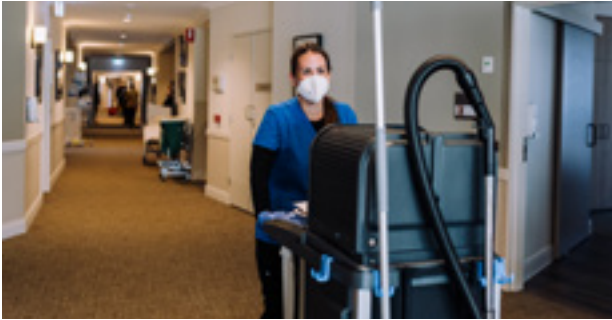
In the bustling laundry room, a team of skilled professionals ensure that our residents' clothes and linens are always clean and fresh. Their meticulous attention to detail and efficiency keep the laundry running smoothly, guaranteeing comfort and dignity for everyone at Peninsula Villages.

Culinary delights from the chefs

The tantalising aromas wafting from our kitchen are thanks to our talented chefs and kitchen team, who are passionate about preparing delicious and nutritious meals. They cater to diverse dietary needs and preferences, making dining a delightful experience for all residents.



Our *Stories*



Cleaning crew keeping it pristine

A spotless and sanitised environment is essential for the wellbeing of our residents and our upkeep of all cleaning standards. Our dedicated cleaning crew works tirelessly to ensure that every nook and cranny of Peninsula Villages is sparkling clean, providing a safe and hygienic living space. From common areas, to individual rooms, offices and front desks, the cleaning team are a huge cog keeping our wheels turning.



Maintenance magicians & great groundsman

From fixing leaky taps to ensuring a comfortable living environment and perfect landscaped gardens, our maintenance team works tirelessly to keep Peninsula Villages in top-notch condition. Their swift response to any issue ensures that residents can enjoy a worry-free day. Around the common areas, this team is also busy keeping our grass perfect, hedges nicely shaped and of course, the fish and birds well fed!



Bright futures: trainees making a difference

At Peninsula Villages, we believe in nurturing the next generation of aged care professionals. Our trainees bring fresh perspectives and enthusiasm to their roles, learning from experienced staff and making valuable contributions to our community. Wearing the teal of approval, these trainee superstars often go unnoticed but are the future of our industry and the fresh faces of our team!

As we celebrate the many faces behind the scenes at Peninsula Villages, let us take a moment to express our gratitude to these dedicated individuals. Their hard work, compassion, and commitment are essential in creating a warm, supportive and enriching community for our residents. Together, the entire team embodies the spirit of Peninsula Villages, making it a place that truly feels like home.

Our *Stories*

Innovative approaches to pressure injury prevention at Peninsula Villages

A first for Australian aged care providers, Peninsula Villages this year introduced a new technology and three innovative turning beds to assist with the early detection and prevention of pressure injuries amongst residents.

Created in the UK, the Provizio SEM Scanner supports clinicians to identify increased risk of pressure injuries up to five days earlier than visual skin assessments can, enabling us to take a preventative approach to treatment.

This technology was coupled with the introduction of three new Burling Turn Assist beds to assist our care workers with the physicality and time dedicated to assisting residents with high-care needs.

These two technological approaches to preventing pressure injuries in residents is now part of Peninsula Villages' preventative resident care plans.

The Provizio SEM Scanner is a non-invasive hand-held device that assists in preventing pressure injuries.

"By using this sub epidermal moisture scanning device, we are able to detect changes under the skin that suggest the early onset of pressure damage that could later lead to ulcers. This is a particularly important early warning system because most pressure sores do not heal easily and require regular treatment or hospitalisation," explained Peninsula Villages' Executive Care Manager, Steve Wills.

The Burling Turn Assist bed is a unique lateral rotational bed that is easily controlled by the press of one button. The new bed technology has been designed to meet the needs of an immobilised person with, or at risk of developing, pressure injuries and other complications of immobility.

Pressure injuries and pressure ulcers present a significant clinical and financial burden for both aged care providers and hospitals worldwide. Pressure injuries can occur 3 to 10 days before becoming visible through inflammatory changes in the skin and underlying tissues. Injuries can develop quickly with irreversible damage occurring in vulnerable residents within a matter of hours.



“For us as a residential aged care provider, we aim to ensure we can properly prevent and treat our residents for any underlying or developing health issues that would normally lead to hospitalisation.

“Having this innovative new technology available and the turning beds, means our team of clinicians, nurses and carers can take on a preventative approach rather than a reactive one,” continued Steve.

The three new Burling Turn Assist Beds are a

first for the area and for Pozieres House, and have already proven to give the additional function of providing effective 30-degree tilt for the prevention of pressure injuries.

As a new Australian technology, Peninsula Villages was proud to be an early adopter of the new beds and the Provizio scanner, reinforcing our commitment as an innovative leader in aged care.

“Accessing this new equipment is a huge and innovative step for Peninsula Villages in terms of how we provide our care and the approach we can take to assist with our residents’ overall wellbeing and care needs.

“With benefits to both our care team and the resident, these new technologies are ground-breaking for our organisation and to the wellbeing of all involved,” said CEO, Colin Osborne.

Our *Stories*

Creating meaningful relationships in care

At Peninsula Villages, we believe that fostering meaningful relationships is at the core of creating a warm and vibrant community for our care residents. Through a range of engaging leisure and lifestyle activities, we aim to provide opportunities for social interactions, personal growth, and shared experiences. From physical exercises and leisure pursuits to creative classes like knitting, craft, flower arranging and music, our residents have ample chances to connect and build lasting relationships with others.





Residents inspire others to learn Auslan

Two deaf residents of Peninsula Villages, Jan Morley and Maureen Stewart, have inspired staff and other residents to learn Auslan, the Australian sign language. The women have been teaching Auslan classes at the village since April 2023.

Jan and Maureen met at the age of eight and have been close friends ever since. They both married deaf men and had wonderful marriages. They are now widows, but they remain close friends at Peninsula Villages.

Jan and Maureen are both active members of the Peninsula Villages community. They participate in weekly activities such as bingo, gardening, and arts and crafts. They communicate using Auslan and are passionate about promoting the language.

"We love using Auslan," said Maureen. "It's our way of communicating, and it's a beautiful language."

"We're so happy that staff and other residents are learning Auslan too," said Jan. "It means that we can communicate with them better, and they can understand us."

Also attending the Auslan classes is deaf resident Anas Davis, who moved to Peninsula Villages in June 2023. While Anas is fluent in Auslan, she comes along to help Jan and Maureen with the classes and to have fun socialising with fellow deaf and hard-of-hearing residents.

Anas said, "It's great to have friends in Peninsula Villages who are also deaf. We can all communicate and have fun together."

The three women were born deaf and grew up in a world where sign language was not widely accepted. They each faced challenges in their education and in their personal lives, but they have always been determined to live independent and fulfilling lives.

Staff members at Peninsula Villages, including Leisure & Lifestyle Manager Linda Segrott, Leisure & Lifestyle Advocate Karen Evans, and Care Worker LeeAnn Medina, were inspired by Jan, Maureen, and Anas' determination and their love of Auslan. They decided to attend the sign language classes so that they could better communicate with residents who are hard of hearing.

Peninsula Villages is committed to providing a welcoming and inclusive environment for all residents, regardless of their hearing ability. The Auslan classes are just one example of our commitment to providing services that meet the needs of all residents.



Exercising together, growing stronger

Our wellness programs include a variety of exercises tailored to meet the unique needs of each resident. From gentle chair exercises to invigorating sessions in the wellbeing centre, these activities not only promote physical health but also create opportunities for residents to interact and support one

another, forming bonds that go beyond mere exercise routines.

Lola, Cynthia and Geoff are three friends who enjoy keeping active and remaining healthy. In addition to regularly participating in the morning exercise classes, they can often be found working out in the Wellness Centre enjoying the range of equipment and facilities on offer.

With a dedicated wellbeing and exercise room in each of our care communities, Pam Palmer House, Pozieres House and Don Leggett House, residents have access to modern fitness and strength equipment, supported by specialist physiotherapy and allied health workers.



Our *Stories*

connections over a cuppa

At Pozieres House, the aroma of freshly brewed tea fills the air as residents come together to join their regular Coffee Club sessions. This delightful initiative has become a cornerstone of the community, fostering friendships and meaningful connections among residents. With each cup of coffee or tea shared, Pozieres House residents are savouring more than just a few sweets; they are cultivating a continued sense of enjoyment in one another's company.

The Coffee Club provides a cosy and inviting space for residents to gather and enjoy a chat, getting them out of their rooms and households for a few laughs and a little game or two. It's also a great opportunity for residents to engage with our care team, voice concerns or offer some feedback into the activities and offerings we plan for Pozieres House residents.

Knitting for a cause

In a heartwarming display of compassion and creativity, two residents of Peninsula Villages have picked up their knitting needles to support premature babies and their families. This heartwarming initiative not only showcases the residents' talents but also highlights their dedication to making a difference in the lives of others.

Meet Bren and Sylvia who love nothing more than knitting in the sunshine together outside the tea house on the main deck at Peninsula Villages. Through their handcrafted creations, they are using their love of knitting to make a meaningful connection but also support

premature babies.

It was Sylvia who first embarked on a knitting journey to create tiny garments for premature babies. From soft hats and booties to cosy blankets and cardigans, every stitch is crafted with love and hope. Her creations will serve as a gentle reminder to the families of these tiny heroes that they are not alone on their challenging journey.

Working with numerous hospitals, Sylvia will continue to make small creations and donate them to their cause to be given to families who need them in the special care nurseries of hospitals in NSW.

Brewing





Our *Achievements*

Peninsula Villages awarded three years accreditation by ACQSC

All aged care organisations that receive government funding for residential aged care are required to undergo external validation every three years to ensure that the care and services provided to older people meet the high standard expected by the community. Residential aged care is measured against eight standards that range from ensuring that a resident's dignity and choice is upheld to establishing that the organisation has all the appropriate systems and processes in place to support care and services.

The Aged Care Quality and Safety Commission (ACQSC) visited Peninsula Villages in February 2023. A team of

five assessors conducted a Site Audit over a period of five days. The Site Audit involved interviews with our residents, their loved ones, staff and management, as well as reviewing our systems and processes.

As a result of the audit, Peninsula Villages received the maximum term of three years accreditation, and in all areas of care and service provision that is measured by the ACQSC, we have been found to be compliant against best practice standards.

Jan-Maree Tweedie,
Board Chairperson &
Colin Osborne, CEO

Our *Achievements*

Overview of Reforms

AN-ACC

The new funding tool was rolled out for residential aged care in October 2022. To support these changes, Peninsula Villages was required to review its documentation for care services and reassess every resident receiving residential care funding. The transition was supported by our AN-ACC Manager to ensure that Peninsula Villages received funding aligned to our residents' needs.

Code of Conduct and Banning Orders

The Aged Care Quality and Safety Commission introduced a Code of Conduct in December 2022. The Code sets out a range of behaviours that staff working in aged care are expected to uphold. All staff were provided with training on the Code and signed an acknowledgement that they agreed to abide by the Code. The training is now included in orientation for all new staff. Aged care employees who breach the Code may be banned from working in aged care by the Commission. All candidates for employment are reviewed against the Banning Orders prior to employment as part of the Peninsula Villages recruitment screening process.





Strengthened provider governance

To meet the ongoing requirements in regards to governance of Key Personnel (Board of Directors and Executive Management), Peninsula Villages has introduced a skills assessment that each Board Director completes to ensure a wide range of skills are represented on our Board of Directors. An annual assessment form has been introduced that each Key Personnel completes to ensure that they meet the ongoing governance requirements.

Star ratings

Star ratings were introduced into aged care in December 2022. The star ratings are based on compliance

with the Quality Standards, National Quality Indicator data, staffing ratios and resident experience. Peninsula Villages is always striving to provide the highest quality care and continues to monitor its star rating and areas of possible improvement.

Additional national quality indicators

Additional Quality Indicators are being collected in the areas of quality of life, activities of daily living, incontinence care, hospitalisation, workforce and consumer experience. This information is provided to the Department of Health and Aged care. Comparative data is then provided to each aged care organisation to identify areas of improvement related to care and services.



Investing in our own

I am thrilled to share with you an exciting update on our journey towards cultivating exceptional leadership within our organisation. Over the past twelve months, our leadership team embarked on a transformative training experience in collaboration with Leaders in Leading.

This intensive program aimed not only to inspire and refresh our senior managers but also to equip them with tangible, positive leadership skills that could be immediately applied in their roles. I am proud to report that the outcomes have exceeded our expectations.

Our *Achievements*

The success of this program can be attributed to the wholehearted embracement and commitment demonstrated by our managers. They immersed themselves in the training, absorbing its principles and strategies and translating them into action. The effect of this approach has been profound, as we've witnessed these newfound leadership skills being put into practice in tangible and meaningful ways.

As we reflect on this remarkable journey, I am filled with optimism about the future. The foundation of expertise and insight laid down during this training will undoubtedly play a pivotal role in shaping our leadership team's trajectory. We are excited to witness how these enriched skills will guide and empower them as they continue to lead our organisation forward.

I extend my sincere gratitude to each member of the leadership team for their unwavering commitment to growth and excellence. Together, we are setting new standards for leadership that will resonate throughout our organisation for years to come.

Thank you for your continued support as we embrace this transformational chapter. Together, we are shaping a future defined by inspired leadership, positive change and unwavering conviction.

Sincerely,

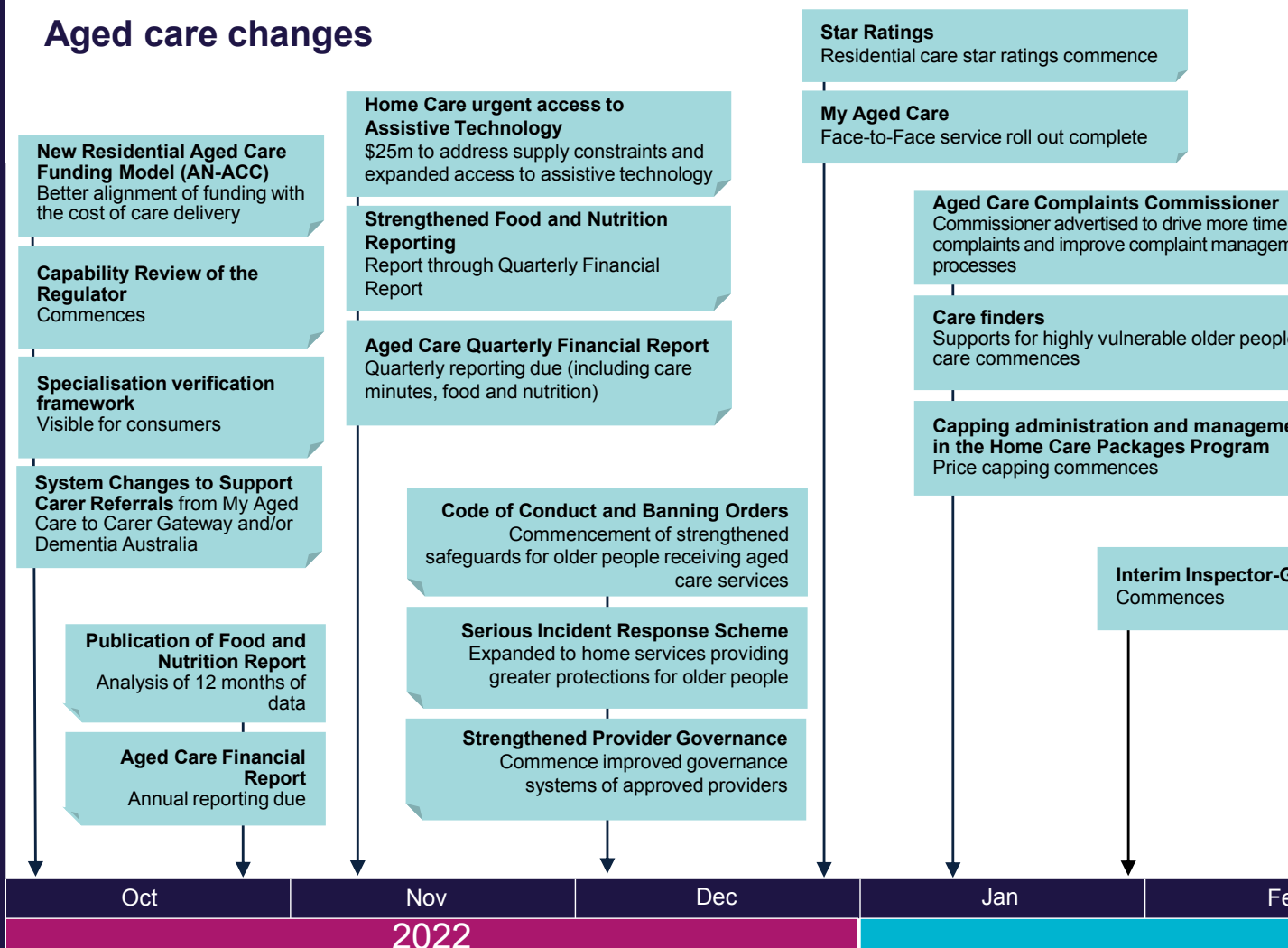
Jackie Bennett

Chief Operating Officer





Aged care changes



Subordinate legislation: Implementing Aged Care Reforms Consultation (1 Nov – 30 Apr)

Subordinate legislation: Royal Commission Response Act
Consultation (1 Sep – 30 Nov)

Inspector-General Bill
Consultation (5 Dec – 27 Jan)

NSW Seniors Expo (2 – 3 Feb)

Accommodation design in residential aged care
Workshops (19 Sep – 31 Jan)

Care & Ageing Melbourne (19 Oct – 21 Oct)

Aged Care Data Strategy
Consultation (5 Oct – 30 Nov)

National Dementia Action Plan Consultation (1 Dec – 31 Jan)

National Volunteering Reform standstill (1 Dec – 31 Jan)

Aged Care Regulatory Framework Design
Consultation (starts Oct)

SIRS Expansion explanatory paper
Available (1 Nov – 15 Nov)

Aged Care Workforce Roundtables (5 – 6 Dec)

Aged Care Survey (8 Feb)

CHSP Specialist Support Services
Workshops (10 – 17 Oct)

Short-term restorative care Survey (17 Oct – 14 Nov)

ACAR transition
Workshops (17 Nov – 9 Dec)

In-Home Aged Care consultation on policy consultation (end Jan)

Sector Support and Development
Community of Practice (went live 18 Nov)

First Nations comms planning Consultation (14 Nov – 31 May)

In-Home Aged Care
Discussion paper & workshops (18 Oct – 22 Nov)

Quarterly Financial Report Webinar (8 Dec)

Carer Gateway on Streamlining bookings (Feb)

Quality Standards
Consultation (17 Oct – 25 Nov)

In-Home Aged Care Webinar #3 (7 Dec)

Independent Capability Review ACQSC
Consultation (31 Oct – 2 Dec)

Digital Transformation
Tech Talk Webinar (6 Dec)

Workforce Webinar (1 Feb)

Aged Care Volunteer Visitor's Scheme Grant round Webinar (19 Oct)

AN-ACC Webinar (17 Nov)

Star Ratings Webinar (18 Nov)

Overview of Aged Care Reforms for PHNs (6 Dec)

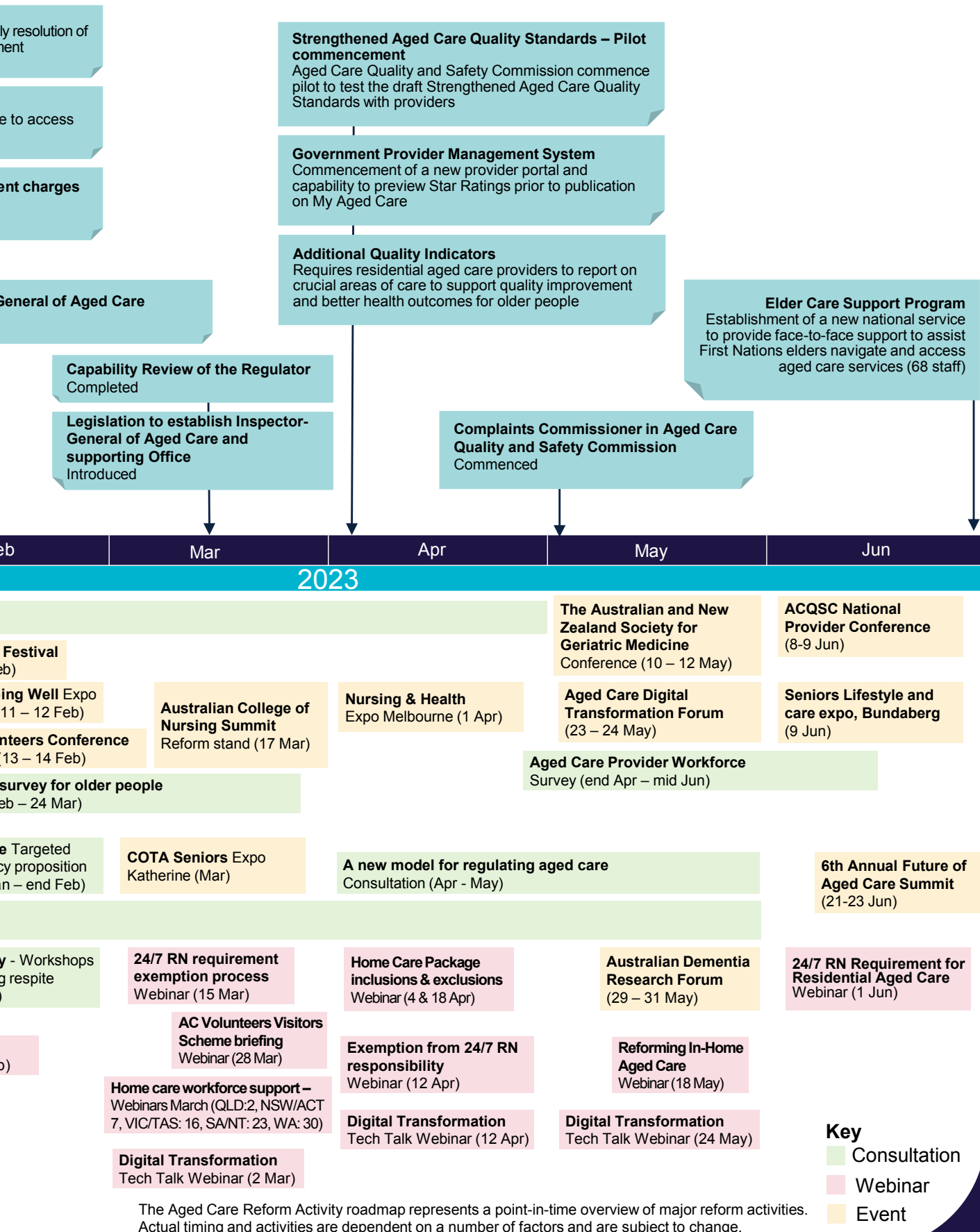
Workforce- Webinar #2 with DEWR (26 Oct)

Communicating with Diverse Audiences Webinar (29 Nov)

Home Care Packages Admin's cap & management charges Webinar (1 Dec)

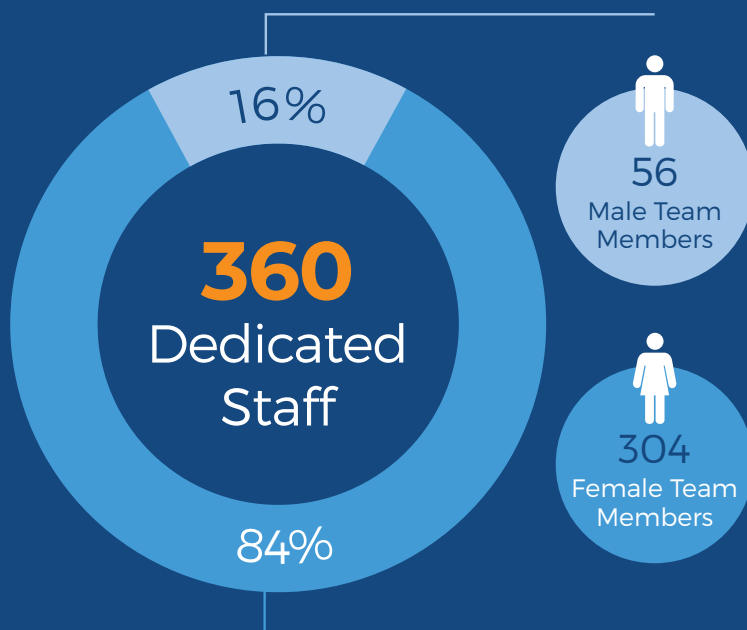
Dementia Respite Grant Webinar (12 Dec)

Readiness activities

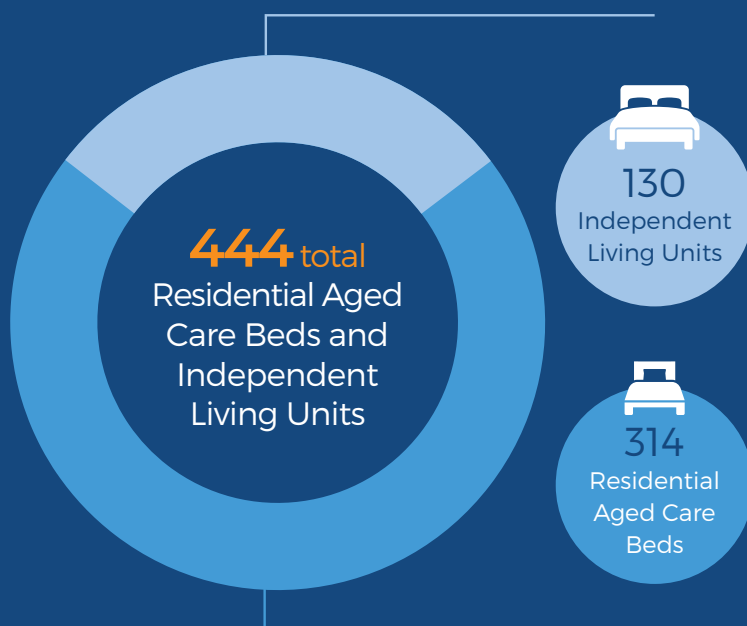




People *Progress*



72
staff have been
with us for over
10 years



75
volunteers

Our *Leaders*

Board Members



Jan-Maree
Tweedie

Board Chairperson

MEMBER OF
All Committees

MEETING ATTENDANCE
8/11



Rosemary
Neale

Deputy Chairperson

CHAIRPERSON OF
• Care Governance

MEMBER OF
• People & Culture

MEETING ATTENDANCE
11/11



Andrew
Cordwell

Treasurer

CHAIRPERSON OF
• Finance & Audit
Committee

MEETING ATTENDANCE
10/11



Linda
Watts

Company Secretary

MEMBER OF

- Care Governance
- Finance and Audit

MEETING ATTENDANCE
10/11



Pam
Palmer

Director (Life Member)

MEMBER OF

- Care Governance

MEETING ATTENDANCE
10/11



Chris
Westacott

Director

CHAIRPERSON OF

- Governance and Risk
- People and Culture

MEMBER OF

- Finance and Audit

MEETING ATTENDANCE
8/11



Ralph
Youie

Director

MEMBER OF

- Governance and Risk

MEETING ATTENDANCE
11/11



Paul
Quinn

Director

MEMBER OF

- Governance and Risk

MEETING ATTENDANCE
7/10



Karen
Schofield

Director

MEMBER OF

- Care Governance

MEETING ATTENDANCE
4/5

In 2022/23, Peninsula Villages welcomed Ralph, Paul and Karen to the Board as Directors.

Our *Leaders*



Directors' Report

Peninsula Village Limited is registered as a company limited by guarantee and not having a share capital under the provisions of the Australian Charities and Not-for-Profits Commission Act 2012.

The Directors present the financial report on Peninsula Village Limited for the year ended 30 June 2023 and report as follows:

Directors

The names of the Directors in office during or since the end of the year are as follows. The Directors were in office for this entire period unless otherwise stated.

Jan-Maree Tweedie
Board Chairperson

Rosemary Neale
Deputy Chairperson

Andrew Cordwell
Treasurer

Linda Watts
Company Secretary

Pam Palmer
Director (Life Member)

Chris Westacott
Director

Ralph Youie
Director

Paul Quinn
Director

Karen Schofield
Director

Principal activity

The principal activities of the company in the course of the financial year were to provide care to ageing citizens, provide retirement living accommodation and affordable housing options to local residents on the Central Coast of New South Wales. There were no significant changes in the nature of the principal activities during the year.

Operating result

The company is a not-for-profit entity and is exempt from the payment of income tax. The net result of the company for the financial year was a deficit of \$8,454,029 – however, this net result includes significant non-cash items for depreciation, asset impairment losses and fair value accounting movements totalling \$11,283,232. Excluding these non-cash items, the company would be reporting a surplus for the year of \$2,829,203.

Review of operations

Peninsula Villages continued to maintain and improve its residential aged care and retirement living revenues during the financial year, which resulted in an overall cash surplus from operations of \$2,615,815.

Mission

Our mission is to deliver what is best for each individual resident. We understand that it is your life and your choice, and our strong focus on community means that residents can be as involved or independent as they desire.

Strategic intent and values

Peninsula Villages' values are reflected in our strategy direction and intention to be the pre-eminent leader in providing continuum of care for the benefit of our ageing population and their families in our community. Peninsula Villages prides itself on communicating our values and the delivery of these values in a real and meaningful way:

- I** Integrity
- C** Community
- C** Compassion
- A** Accountability
- R** Respect
- E** Excellence

Your Life, Your Choice, Our Communities

Signed in accordance with a resolution of the Board of Directors:

Jan-Maree Tweedie [Chairperson](#)

Andrew Cordwell [Treasurer](#)

Umina, 29 September 2023

Our *Leaders*

Chairperson's & CEO's Report

2023 has been another challenging year but also a successful year for Peninsula Villages.

COVID-19 has still had a presence with some residents and staff becoming infected and resulting in some controlled restrictions. It has also resulted in staff shortages while affected staff recovered. Some of the necessary requirements relating to COVID-19 continue to be inconvenient, if not simply annoying, and the tolerance of residents' families and staff members during this period is acknowledged and appreciated.

Staff recruitment has been an ongoing challenge, especially the recruitment of Registered Nurses. The requirement by the Aged Care Quality & Safety Commission to provide additional Registered Nurses has proven difficult as all aged care providers are competing for the same group of scarce staff. The Board and the leadership team are working hard to identify strategies to improve recruitment and retention of staff. There have been a number of innovative programs implemented to enhance recruitment including the "Care Friends" app, and staff incentive competitions.

A major achievement during the year was a wonderful result following a full accreditation visit by the Aged Care Quality & Safety Commission (ACQSC) with Peninsula Villages gaining full accreditation. Credit goes to the leadership team and staff for the enormous commitment they made in responding to the surveyor's questions and comments and providing all of the evidence to demonstrate Peninsula Villages' compliance with





all of the requirements of the Aged Care Standards.

The commencement of the year witnessed a minor restructure of the management team, which included the position of Executive Manager Business Analysis, filled by Garry Varley, elevated to the Executive Leadership Team. Steve Wills was also appointed to the position of Executive Care Manager following the retirement of Louise Clarke, who had been a long-standing employee at Peninsula Villages. A quarterly Senior Leadership Forum has also been established with the aim of ensuring all members of the Senior Leadership group are abreast of contemporary issues in aged care, and are also provided with ongoing professional development support.

Recent years have witnessed significant evolution in the expectation of improved governance of providers of aged care services across Australia. To ensure Peninsula Villages' compliance with these expectations, the Board authorised a wide-ranging governance review program, including a review of Peninsula Villages' and its associated entities' constitutions, Committee Terms of Reference, and accuracy of records held by the Australian Charities and Not-for-Profits Commission and ASIC. As part of this process, Peninsula Villages has engaged closely with the ACQSC, including a visit from Tracey Clerke, State Manager, at the Board meeting in June 2023. This governance review remained in progress at the end of the year.

Our *Leaders*



The year in review has been challenging from a financial perspective with a myriad of uncertainty across the sector. In 2022, compilation of the budget for 2022-2023 was particularly challenging. Fortunately, the various assumptions and predictions included in the budget plan proved to be valid and as a consequence the financial result, outlined elsewhere in this report, is very satisfactory under all the circumstances. The overall result is also impacted upon by a significant revaluation of some of Peninsula Villages' land and building assets.

As the year drew to a close, various sector-wide factors, including pending implementation of decisions by the Fair Work Commission and changes to mandated "care minutes" have presented similar conditions for the development of the 2023-2024 budget.

In early 2023, Peninsula Villages commenced a process to compile a Master Site Development Plan for all of Peninsula Villages' properties. This process has included an assessment of the condition and life expectancy of all of Peninsula Villages' land and buildings and a formal valuation of all land and building assets and identification of future capital works of both a minor and major nature. The compilation of the plan was still in progress at the end of the reporting period. However, it is anticipated that the plan will be

available for the Board's consideration in late 2023 and will assist Peninsula Villages in identifying priorities for redevelopment of existing facilities and the development of new facilities and services.

The combined efforts of the Board, management team, staff and volunteers throughout the year need to be commended. The Board have contributed their skills and experience on a purely voluntary basis in the governance of the organisation, and the staff and volunteers have made an enormous contribution in assisting Peninsula Villages to navigate through a difficult period, highlighted by the need to continue to respond to the COVID-19 pandemic.

Finally, it is appropriate to acknowledge the outstanding contribution of Pam Palmer (Director & Life Member) to Peninsula Villages. Pam has served on the Board of Peninsula Villages for some 30 years and held the position of Board Chairperson for the first few years of her appointment.

As the year wound to a close, Pam advised of her retirement from the Board to take effect in October 2023.

Jan-Maree Tweedie, Board Chairperson
& **Colin Osborne**, CEO

Our *Leaders*

Executive Team Report



Jackie Bennett

Deputy CEO/Chief
Operating Officer

The focus this year has been the implementation of a range of industry reforms that were initiated as a result of the Royal Commission into the Quality and Safety of Aged Care.

The following reforms were introduced to the aged care industry. To support the implementation of these reforms, Peninsula Villages created systems and processes to facilitate their introduction:

- A new funding tool to residential aged care (AN-ACC).
- Mandatory staffing minutes.
- Star rating system.
- Code of Conduct and Banning Orders.
- New National Quality Indicators.

In November 2022, we farewelled Louise Clarke as our Executive Care Manager and welcomed Steve Wills to the position. Steve has implemented a range of initiatives including a review of our Facility Manager positions.

Over this past year, the Executive Team has:

- Worked with the Board and the Senior Leadership Team to implement the 2022-2025 Strategic Plan for Peninsula Villages.
- Continued to create innovative strategies to recruit staff despite

the aged care workforce crisis. This includes the implementation of Care Friends which is a staff referral and bonus system.

- Introduced care equipment such as Provizio which prevents pressure injuries by detecting tissue changes, and self-turning beds.
- Maintained regular and open communication with families throughout times of COVID-19 outbreak and exposure.



Nicola Burton

Executive Manager
Quality & Organisational
Development



Steve Wills

Executive Care
Manager



Garry Varley

Executive Manager
Business Analysis

- Implemented a range of information technology initiatives to improve communication, data processing and management and cybersecurity.

The Executive Team also drives the Quality and Governance Program for the organisation. The week-long site visit by the Aged Care Quality and Safety Commission confirmed that Peninsula Villages is providing best practice care and services. We appreciated being recognised for our commitment to our residents and their individual care.

A special thank you to the wonderful volunteers for their commitment and dedication to our residents. Without the help that you willingly give our residents, they would not be able to enjoy the lifestyle that they have.

We would like to thank residents and families for their support, feedback and participation in our Peninsula Villages family.

Jackie Bennett (Deputy CEO/COO), Nicola Burton (EMQ&OD), Garry Varley (Executive Manager Business Analysis) and Steve Wills (ECM) would like to thank the Board of Directors and our

CEO, Colin Osborne, for their ongoing support and vision. To our Senior Leadership Team, thank you for your ongoing commitment, drive and initiative. We are so proud to have you as part of our team. To our wonderful staff, we would like to take this opportunity to thank you for your commitment and dedication. Together we all make Peninsula Villages a wonderful home for our residents and community.

Our *Leaders*

From the Leisure & Lifestyle Team

We are always looking for ways to create joy and happiness in the lives of our residents. Our Leisure & Lifestyle teams across our three houses proudly create a monthly calendar with activities to suit everyone's needs.



The end of the 2022-2023 financial year marked my one-year anniversary at Peninsula Villages, and what a fantastic year it has been.

After the challenges of the previous two years, it has been wonderful to see the Leisure & Lifestyle Team, formerly known as the Wellbeing Team, enjoy the flexibility and freedom to offer more activities with the reduction in COVID-19 cases. This has been a welcome change, and we are all grateful for it. We ensure that all of our activities are conducted in a COVID-19-safe manner, with staff

wearing face masks and other protective measures in line with government recommendations.

We are always looking for ways to create joy and happiness in the lives of our residents. Our Leisure & Lifestyle teams across our three houses proudly create a monthly calendar with activities to suit everyone's needs. This includes everything from creative craft groups and gentle exercise classes to bingo, bus outings, and visits from our Delta therapy dog, Addie.

We are committed to providing a vibrant and stimulating lifestyle for our residents. We believe that everyone deserves to enjoy their golden years, and we are dedicated to making that happen.

Here are some of the highlights from our past year:

- We launched a new memory support program called Sonas, which has been providing residents with a safe and stimulating environment to improve their cognitive function.
- We held a regular craft group, with residents creating fiddle blankets for memory support, decorations for Peninsula Villages and handmade gifts sold at our Christmas in July store.
- We hosted a series of concerts and happy hours, providing opportunities for residents to socialise and enjoy live entertainment. This included monthly men's barbecues.
- We welcomed Addie, our Delta therapy dog, who has been providing comfort and companionship to residents.
- We celebrated many occasions with awesome events, including Christmas, Easter, Mother's Day, Father's Day, Anzac Day, and the King's birthday.

We are excited to continue offering a variety of activities and events in the coming year. We believe that a vibrant and stimulating lifestyle is essential for a happy and healthy life, and we are committed to providing that for our residents.

We are also committed to creating a sense of community among our residents. We host regular events and activities that bring people together, such as morning teas, movie showings and bingo. We also have a number of clubs and groups, such as the book club, the gardening club and the walking club.

Linda Segrott

Leisure & Lifestyle
Manager

Committees of *Confidence*

Care Governance Committee Report

The Care Governance Committee is a subcommittee of the Board of Directors of Peninsula Villages.

The purpose of the Committee is to assist the Board to meet its responsibilities for the quality of clinical care provided for each of the residents of Peninsula Villages. Of the ten committee members, eight are registered nurses.

The Committee monitors:

- The integrity of Peninsula Villages' care and quality reports, controls and procedures.
- The appropriateness and effectiveness of Peninsula Villages' Care and Quality policies and processes;
- Compliance with the Aged Care Act and Aged Care Quality Standards;
- Accreditation audits by the Aged Care Quality And Safety Commission.



One of the most important functions of the Committee is the regular monitoring of the Clinical Performance Indicators, a set of significant clinical markers and audit outcomes to ensure that Peninsula Villages delivers consistently safe and effective clinical care to all our residents.

The responsibilities of the Committee have greatly increased with the changes in legislation required by the Consumer Directed Care model which enables

residents to have control over their choices in care decisions, and the new Quality Standards which includes a comprehensive range of clinical indicators, many of which are required by the Aged Care Quality and Safety Commission, and are benchmarked across all residential aged care facilities.

The ongoing COVID-19 pandemic has intensified the workload of our management and staff to ensure the safety and well-being of our residents during

this very difficult time. The Care Governance Committee has been closely involved in advising and monitoring the important additional strategies required.

I wish to acknowledge the invaluable contribution of members to the work and responsibilities of the Committee throughout the year, and also the hard work and commitment of our wonderful staff.

Rosemary Neale
Committee Chair

Committees of *Confidence*

Governance & Risk Committee Report

Over the last year the Governance & Risk Committee has been actively involved in a range of issues that impact upon the operations of Peninsula Village.

Issues addressed by the committee include:

- The increasing risks associated with Cyber Security; and
- The increased governance provider responsibilities imposed by the Federal Government in response to the recommendations of the Royal Commission into Aged Care.

The committee, with the support of Garry Varley Executive Manager Business Analysis, undertook an extensive review of the organisation's information technology

hardware platform, systems, processes and procedures. The review focused on identifying vulnerabilities, particularly with respect to Cyber criminals illegally accessing organisation and resident information. Whilst a great deal of work has been completed to date, the growing sophistication requires the organisation to be even more vigilant. The committee over the next year will continue to devote time and resources as much as possible to mitigate the cyber security risks to the organisation.

As mentioned earlier, over the past year, the Federal Government has legislated a range of initiatives in response to the Royal Commission into Aged Care. These initiatives are far reaching and have required a significant review of governance. This work has included:

- The introduction and roll out of a comprehensive Code of Conduct in line with the requirements specified by the Aged Care Quality and Safety Committee.





- The completion of a full review of the Board to ensure that Board members are independent, with the skills necessary including clinical care skills to meet the future needs of the organisation.
- A full review of the Terms of Reference for each of the Board Sub Committees to ensure that their respective scopes meet the provider requirements as legislated.
- The development and roll out of a range of compliance reports required by both the

Department of Health and Ageing and the Aged Care Quality and Safety Commission. The work undertaken by the Executive Manager Quality and Organisation Development – Nicola Burton has been invaluable in this regard.

- Finally, the new compliance obligations require a full review of the Peninsula Village Constitution. At the time of writing, this work was well underway.

Over the next year, the Governance and Risk Committee will also work closely with the People and Culture Committee to strengthen our workforce, thereby reducing the risks associated with not having the workforce necessary to deliver quality care to our residents. Further, due to the increasing risks associated with cyber

security and workforce, the committee will undertake with management a full review of our disaster recovery and work health and safety policies and procedures to ensure they remain fit for purpose and compliant.

As committee Chair, I would like to personally thank management (Colin Osborne, Jackie Bennett, Nicola Burton and Garry Varley) plus Board members (Jan-Maree Tweedie, Ralph Youie and Paul Quinn) for their commitment and hard work bringing a focus on the importance of a strong governance and risk management platform to ensure a sustainable future of Peninsula Villages.

Chris Westacott
Committee Chair

Committees of *Confidence*

People & Culture Committee Report

The aged care sector more broadly, as has been reported in the media, is suffering from significant workforce shortages post the COVID-19 pandemic. The People & Culture Committee was established by the Board during the last half of 2022, in recognition of the increasing importance of our workforce to the future operations of Peninsula Villages.

Since its inception, the committee has been very busy dealing with a range of workforce issues including:

- Staff shortages;
- Staff recruitment and retention;
- Staff turnover;
- Staff training and skills development;
- Aged care compliance obligations including the Federal Government's mandated 24/7 registered nurse requirements and minimum minutes of care per resident;
- Agency staff usage;
- Enterprise agreement negotiations;
- Fair Work – Work Value Case implementation.



One of the first initiatives of the committee in addressing these issues was the creation of a monthly People and Culture Report by management, specifically Nicola Burton Executive Manager – Quality & Organisational Development. This report has provided both management and the Board with a range of quality information including workforce trends and statistics, to assist in the development of strategies to overcome and address the issues identified above.

Specific projects undertaken to date include:

- Comprehensive staff turnover analysis;
- Implementation of the Care Friends referral app to bolster staff recruitment;
- Comprehensive analysis of unplanned leave hours and agency usage;
- Comprehensive roster analysis to track care minutes per resident;
- Enhanced staff onboarding program;
- Route Cause Analysis Training for Managers and Supervisors to ensure issues are addressed quickly and appropriately;
- The introduction of the RN Career Pathways Program to encourage non nursing staff to aspire to higher level care careers;
- Increased focus on establishing partnerships with TAFE, Universities and local schools to encourage individuals to look to Peninsula Villages for a career in care;
- The establishment of a comprehensive Recruitment Plan focused on getting committed staff with the right skills

to deliver quality care and services to residents.

But more work is required, and the committee is focused on working through each identified issue and other issues as they arise to ensure that our workforce remains committed to ensuring quality care for each of our residents.

As committee Chair, I would like to personally thank management (Colin Osborne, Jackie Bennett, Nicola Burton and Steve Wills) plus Board members (Jan-Maree Tweedie and Rosemary Neale) for their commitment and hard work bringing a focus on the importance of a sustainable competent workforce to the future of Peninsula Villages.

Chris Westacott
Committee Chair

Our *Performance*

STATEMENT OF FINANCIAL POSITION 2022/2023

	2023 (\$)	2022 (\$)
ASSETS		
Cash and cash equivalents	15,250,387	5,430,248
Trade and other receivables	1,285,452	1,378,942
Financial assets	8,766,685	15,121,996
Investment property	61,569,936	65,150,804
Capital work in progress		135,266
Property, plant and equipment	45,280,490	52,444,101
Intangible assets	129,094	40,776
TOTAL ASSETS	132,282,044	139,702,133
LIABILITIES		
Trade and other payables	11,632,721	15,342,723
Refundable loans expected to be paid within 12 months	24,829,365	26,937,662
Provisions expected to be paid within 12 months	3,195,065	2,807,823
Refundable loans expected to be paid after 12 months	55,660,112	49,244,807
Provisions expected to be paid after 12 months	278,227	228,535
TOTAL LIABILITIES	95,595,490	94,561,550
NET ASSETS	36,686,554	45,140,583

FUNDS		
Accumulated funds	36,686,554	45,140,583
TOTAL FUNDS	36,686,554	45,140,583

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	2023 (\$)	2022 (\$)
REVENUE		
Revenue	34,802,352	31,244,931
Other income	219,400	6,348,461
TOTAL	35,021,752	37,593,392
EXPENSES		
Administration	(2,320,135)	(2,065,197)
Catering and Food supplies	(1,802,145)	(1,619,906)
Cleaning and laundry expenses	(173,794)	(170,588)
Depreciation and amortisation	(2,522,653)	(2,596,163)
Fair Value loss on investment property	(4,570,029)	
Fair Value loss on financial assets		(599,382)
Finance costs	(315,727)	(293,020)
Impairment loss on property, plant and equipment	(4,409,950)	
Insurance	(1,391,934)	(1,091,965)
Maintenance costs	(1,228,952)	(675,621)
Net loss on disposal of property, plant & equipment	(162)	(11,651)
Vacant independent living unit expenses	(233,917)	(182,184)
Resident and client expenses	(977,613)	(1,485,068)
Salaries and employee benefits	(22,648,163)	(19,707,694)
Utilities	(880,607)	(870,281)
TOTAL EXPENSES	(43,475,781)	(31,368,720)
SURPLUS (DEFICIT) BEFORE INCOME TAX	(8,454,029)	6,224,672
Income tax expense	-	-
SURPLUS (DEFICIT) FOR THE YEAR	(8,454,029)	6,224,672
Other comprehensive Income	-	-
TOTAL COMPREHENSIVE INCOME (LOSS) FOR THE YEAR	(8,454,029)	6,224,672



Our *Performance*

STATEMENT OF CHANGES IN FUNDS

Accumulated Funds

BALANCE AT 1 JULY 2021

38,915,911

Comprehensive Income

-

Surplus for the year

6,224,672

Other comprehensive Income

-

TOTAL COMPREHENSIVE INCOME FOR THE YEAR

6,224,672

-

BALANCE AT 30 JUNE 2022

45,140,583

BALANCE AT 1 JULY 2022

45,140,583

Comprehensive Income

-

Surplus for the year

(8,454,029)

Other comprehensive Income

-

TOTAL COMPREHENSIVE INCOME FOR THE YEAR

(8,454,029)

-

BALANCE AT 30 JUNE 2023

36,686,554



Independent Living

Residential Aged Care

Memory Support Units

Respite and Palliative Care

Home Community Care

Social and Affordable Housing

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